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file
Lunch file
1145

Notes from MAG Meeting Called by the Director on 22 April 1977

Present:

Mr. Noel Firth

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Absent:

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Opening Remarks by Mr. Firth:

Mr. Firth expressed his and [redacted] appreciation to the members of the MAG for taking such obvious interest in the problem of recruitment and interviewing, and the welfare of our new employees in general. The MAG report is an impressive piece of work reflecting the input of much thought and energy. The exchange on these subjects has been healthy and both the MAG and the "front office" have benefited.

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The MAG has made many valid and thought-provoking points--some will result in positive actions that should improve substantially procedures in the Office of Imagery Analysis. At the same time it became clear that some of the problems are not so readily solvable.

Mr. Firth also noted that the course that we have been sending our analysts to at Offutt will be taught here [redacted] [redacted] in January 1978. This change in location should eliminate a great many problems for the new employee that were identified in the MAG report--for example, temporary housing.

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This paper represents a condensed version of the subjects discussed. The three topics were:

- I. Director's Luncheon
- II. Recruitment and Retention
- III. MAG Questionnaire on Training

I. Director's Luncheon

Mr. Firth has asked MAG to select the participants to attend the monthly luncheons. The MAG will also select backups to attend in case a primary participant is absent. Backups will participate in pre-luncheon discussions so that everyone attending will have had some opportunity to review and think about the issues that will be discussed. Mr. Firth also wants two participants to attend two consecutive luncheons. This will ensure continuity from one luncheon to the next. Finally Mr. Firth reiterated his strong desire to have a branch chief attend the luncheons. It is his view that the perspective which only branch chiefs could provide on many of the issues discussed would make an invaluable contribution to all the other participants.

II. MAG's Recruitment and Retention Study

STAT Messrs. Firth [redacted] stated the position of OIA in response to the MAG proposals as follows:

Statement: An interviewer from each division should be appointed to interview all applicants.

Response: The key interviewer will continue to be the applicant's potential supervisor as he is in the best position to judge the applicant's qualifications to work successfully in the planned assignment from all points of view.

Statement: The interview is very important to OIA and the employee to form impressions of each other and the job.

Response: Agreed.

Statement: Branch chiefs sometimes find it hard to adequately evaluate an applicant's qualifications from a short interview and correlate this evaluation with test results. Could OIA or OTR offer a course in effective interviewing to branch, deputy, and division chiefs to help them in the interview process?

Response: It was agreed that some form of general guidelines on the "do's and don'ts" of interviewing would be helpful. To this end, some written general guidance on interviewing techniques will

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be issued to OIA supervisors and plans have been made to rent a Time-Life film series on "Interviewing the Prospective Employee." If we can obtain the film and/or other pertinent publications, we will arrange to show it to all supervisors.

Statement: We proposed an unclassified brochure describing OIA and its role in CIA for each prospective employee. MAG also applauds the current practice of demonstrating the light table and film in OIA.

Response: The idea of a brochure would be fine if it could be descriptive enough to be meaningful. Given the nature of our work, however, a brochure would have to be so general in order to be unclassified that it would not serve much useful purpose. OIA plans to continue the practice of demonstrating the film and equipment in the conference room.

Statement: An employee should be told of his eligibility for employment as soon after the interview as possible.

Response: OIA must wait three to four weeks after the interview for the PATB test results. As soon as the test results are reviewed, a decision is made regarding our interest and the applicant is notified of that decision. If the decision is affirmative, the applicant is told that his security clearance is in process and approximately how long it may take to be completed. The Office of Personnel handles all communications with the applicant during the background investigation, and it is important at this stage to insure that only one source of information is being provided. Inadvertent conflicting information to an applicant can be disasterous.

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Cleared applicants are then contacted by OIA to establish an EOD date.

Statement: Communications with the prospective and new employee should be improved to ease some of the frustrations and anxieties; to wit: directions [redacted] apartment locations with short term accommodations or leases; a list of OIA personnel that could provide short term lodging; an after hours contact to answer questions; introduction throughout OIA in groups of ten or less; and a checklist of OIA/NPIC services for the employee to visit and be briefed on.

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Response: Some of the problems in this list are linked directly to the Offutt course so they will disappear; some will be dealt with by a more systematic orientation procedure which will be introduced; and some do not appear to be of serious enough proportions to warrant action. One-time parking is provided although most applicants arrive by taxi. Washington has two major newspapers with housing listings, and the Office of Personnel has apartment listings which

are available to applicants. The front office does not believe that it is necessary to prepare a list of employees who would be willing to provide temporary housing. The new employee can contact their branch chief or the Administrative Staff for information during duty hours and all employees are advised of a number to call in emergencies at night and weekends. Regarding the orientation of new employees, it was stated that photographs of new people will continue to be displayed on the division bulletin boards. The Director also stated that the checklist prepared by OIA/MAG of places a new employee should visit will be adopted. The checklist will be given each new employee as well as each branch chief to ensure that all the intelligence services of the building have been visited. Furthermore each new employee will sit in on office-level briefings presented to visiting DTR groups (IDOC, Intro to CIA).

III. MAG Questionnaire on Training

Statement: The MAG submitted a survey of OIA analysts' opinions on the type of training they preferred e.g., the basic course at Lowry AFB or selected blocks of training.

Response: As you have heard, NPIC is starting its own Offutt-type training program in early 1978, and at that time we will begin sending people to the NPIC course rather than to Offutt. The basic course will last 13 weeks and be very similar to the Offutt course. An advanced course treating specific substantive topics will last up to five weeks. OIA will teach the industrial and transportation parts of the course, and provide back-up instructors for certain other substantive topics.

Attachment

Proposed Checklist for New Personnel to be completed within the first twenty working days to include:

1. Mission Support Area

- a. Film storage
- b. Film sign out
- c. Mission control numbers
- d. Mission plots
- e. Location of film stored in division areas

2. Graphics and Maintenance Branch

a. Graphics--introduce Chief, Graphics and Maintenance Branch and have him show examples of graphics support to the analyst.

b. OIA Photo Lab--introduce Photo Lab operator and have him explain how he supports the analyst.

c. Maintenance Shop--have maintenance personnel explain equipment and maintenance.

3. Travel/Finance/Logistics

Technicians will explain the services performed by their section of the Administrative Staff.

4. Computer Services

The ADP Coordinator will explain the computer role in OIA and schedule the imagery analyst to attend a training course within the first year.

5. Mensuration Services

Introduce the Photogrammetrist and have him briefly explain the science of measurement on imagery and the mensuration equipment. He will also schedule the new employee to a training course within the first year.

6. Production Branch

The supervisor will brief the new employee on the function of the branch and explain the necessity of filling out the time sheet accurately.

7. The supervisor will brief the new employee on the function of NPIC/IEG and take the new employee to:

- a. Photo Lab
- b. Reproduction
- c. Research Library
- d. Photogrammetry Division (PHD)
- e. Map Library
- f. Film Library

8. Ensure that the new employee is familiar with the security procedures in OIA.

9. Have the individual's supervisor explain the rating system and the Letter of Instruction (LOI) to the new employee.